



**Candidate questionnaire for the office of
San Francisco Supervisor, District 10
General Election, November 4, 2014**

Please return this questionnaire electronically to contact_us@phdemclub.org **no later than Monday, June 23** (ten days before the debate/endorsement meeting). The questionnaires will be available to our members online.

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Please write a brief response (≤ 200 words) to each question.

1. What are the top three issues facing San Francisco? What will you do about those issues?
2. What are the top three issues facing District 10? What will you do about those issues?

I will answer these two questions together in 400 words.

District 10's future is San Francisco's future. We have the most land, the most children, and the most capital investment; we also have the city's worst unemployment, infant mortality, and violent crime. We are the most unequal district in the most unequal city in America, and the District 10 supervisor needs to be working full time to address inequality, for the sake of our district and all of San Francisco, especially in these booming economic times.

Specifically:

- We have to manage District 10's growth to save and create affordable housing and working class jobs. (In the last ten years, four-fifths of the land in District 10 has been up-zoned for development.)**
- We must invest in the infrastructure and front-line services that really provide for all our neighborhoods.**
- We must get serious about pollution and community health dangers affecting immigrant communities and people of color in SE San Francisco.**

I have been volunteering and leading neighborhood efforts for more than a decade for sustainable land use, working-class jobs, open space & transit planning, affordable housing, and environmental justice. In the late 2000s I led a broad-based community response to the City's massive re-zoning of the Eastern Neighborhoods, saving blue collar jobs and affordable housing, and last year I wrote a package of reform proposals for those re-zoning plans, approved unanimously by the Potrero Boosters Neighborhood Association and other community planning advocates. As Supervisor, I

will put those specific reforms into effect throughout the district, filling a vacuum of land use leadership at the Board.

I will also use the Board's budget power to deliver infrastructure improvements to District 10, using the financial tools I describe later in this questionnaire. I will also explore the use of Social Impact Bonds for goals like reducing homelessness or recidivism, where private investors pay the upfront costs for providing social services and government agencies repay the investors with a return—if and only if a third-party evaluator determines that the services achieve agreed-upon outcomes.

The Board of Supervisors also has an unlimited power of inquiry, and that power has been sadly underutilized in recent years. I will use that power to fully investigate and address the multiple disparities of health and opportunity in District 10, working for our most disadvantaged populations and against overpaid management, corporate subsidies, and outright giveaways.

3. Please answer either question a or b.

a. If you are the incumbent, of which accomplishments during your time in office are you proudest?

b. If you are a challenger, why did you choose to challenge a sitting supervisor?

If we're going to address our city's crisis of affordability and economic opportunity for everyone, it's going to be in district 10, it's going to take a change of leadership, and we can't wait until 2018.

My family has been through bankruptcy, I've been a tenant my entire adult life, and gone through a no-fault eviction. I founded a theater company and employed hundreds of artists over 20 years, so I have a first-hand understanding of the pressures on small businesses. I've been through many of the tough choices that District 10 residents go through every day.

I have been consistent in my beliefs and actions over the years, through hundreds of neighborhood meetings and City hearings. I've worked on district-wide task forces and advisory boards to the Mayor, the Port, and the Board of Supervisors. And I've worked against high rise waterfront condos, two power plants, and 5000 parking meters in our neighborhoods. I've helped save Daniel Webster Elementary and the 22nd St Caltrain station, and helped build two preschools and two theaters.

I know that City government can meet our substantial challenges, because I've seen it happen here, and I want to bring more successes throughout the district.

4. How would you address San Francisco's current housing crisis?

Our City's affordable housing crisis is crippling our diversity, our community health, and our long term sustainability, and we won't solve it by building market-rate condominiums that few residents can afford. So I disagree with those elements of the Mayor's recent housing initiative that pretend that building 20,000 market-rate homes by 2020 will help our crisis.

The two biggest drivers in the cost of housing are the cost of the land and the cost of financing with commercial banks. So we should be maximizing our opportunities to build housing and infrastructure on public land – HOPE SF sites, Port property, or land owned by the PUC or MTA or Caltrans. Then we should support development on that land with public financing, as I describe in the next question, to build affordable housing with less direct subsidy.

I am a longtime supporter in District 10 of the HOPE SF rebuilds of our City's worst public housing – rebuilds that also promise more affordable housing at all income levels, and health, family, and workforce services as part of the developments. I also support the acquisition and rehabilitation of existing housing and the purchase of foreclosed and bank-owned properties throughout District 10 and the City.

5. What infrastructure investment is needed if the City is to accommodate future growth?

6. What infrastructure investment is needed to accommodate future growth in District 10?

I will answer these two questions together in 400 words. District 10 is targeted for so much of the City's growth that I consider these questions identical.

City Hall uses our land to build the budget, not the City. I want to reverse that equation, and use City resources to support new infrastructure and front-line services without raising taxes.

For example: There is enough development in the Eastern Neighborhoods re-zoning to generate more than \$600 million in property taxes for the City's General Fund over the next 15-20 years, but NONE of that is dedicated to Eastern Neighborhoods infrastructure. That has to change, because development impact fees only support one-third of the transit, parks, schools, and services we will need for a growing population. The math is similar in development areas throughout District 10, and I will lead the Board of Supervisors to re-set our budget to support our growth responsibly.

Another example: With an \$8.6 billion City budget, at least \$4 billion dollars in City reserves sit in commercial banks and T-Bill accounts every day of the year. Why don't we put that money to work for us? We can use City reserves to create a new local credit market, via existing credit unions or possibly the creation of a municipal bank, funding local hiring for quality jobs. This could help us build affordable housing and improved infrastructure, or clean up pollution sites, while also providing opportunities for local business-owners to create and support permanent jobs.

Similarly, the City has \$13 billion in retirement fund reserves, a significant portion of which generates low returns. Those funds are invested in banks like Wells Fargo and Bank of America, who foreclose on home loans to City residents. So, we are investing City funds in foreclosures. But do we invest those funds in affordable housing? No, we do not. (Supervisor Malia Cohen serves on the City's Retirement Board.) We can invest retirement funds in workforce and middle-income housing and address our housing crisis while still receiving an appropriate return on our investment.

To sum up this questionnaire, I would seek to use:

- City property taxes and reserves (that don't require much financial return) to fund long-term infrastructure improvements
- Social impact bonds (replacing general obligation bonds over time) for certain intractable social service issues
- City retirement funds for affordable and workforce housing, with some return to private developers who work with those funds.

7. What is the first piece of legislation you plan to introduce as Supervisor in 2015?

My first act as Supervisor following our inauguration will be to have Community Office Hours in the district. I am committed to holding Community Office Hours 11 times every week in District 10 with me or my legislative staff, including every day of the year in Bayview-Hunters Point. My commitment to community engagement, accountability,

creative thinking, and clear and consistent values will be second to none on the Board of Supervisors.

I will also immediately charge the City's Department of Public Health to investigate and detail the multiple overlapping causes of District 10's massive health disparities. A child born today in parts of District 10 can expect to live 14 years less than a child born on Russian Hill. We have to address multiple pollution and community health issues in southeast San Francisco – from the two freeways carving our District and polluting our air, to the Bayview sewage treatment plant that processes 80% of the City's waste right across the street from people's homes, to the Circosta Metals junkyard and Darling International and other corporate polluters, to the groundwater contamination from hundreds of underground fuel tanks – and specific health dangers affecting immigrant communities and people of color throughout the City.

8. Do you support a minimum wage of \$15 an hour? Why or why not?

I support the proposed measure on November's ballot to raise the minimum wage to \$15 an hour by 2018. I am also interested in indexing future minimum wage increases to the cost of housing in SF, not just the cost of living. I am also committed to pursuing wage equity for women, following recent legislative efforts on that issue in Minnesota, New York, and Canada.

History tells us that minimum wage increases do not lead to increased unemployment, but this increase may be an added burden in some business sectors (I am thinking of light-industry suppliers and bookstores more than restaurants). However, the answer in those cases is not to back down on labor standards for workers. Instead, the Office of Economic and Workforce Development should be working with those to manage their compliance and seek ways to level the field with their competition from outside San Francisco (one potential example would be congestion pricing for delivery vehicles from outside the City).

Of course, the best thing we could do for all businesses and employees (at the state level) would be to implement Single Payer health care, removing the burden of health insurance and worker's compensation from employer budgets.

9. Have you qualified or are you planning to qualify for SF's partial public financing program? Why or why not?

I have qualified for San Francisco's public financing program, thanks to support from more than 120 San Franciscans who have donated to my campaign. I think it's important, for the sake of democracy and district elections, to work within the public financing program; the amount of political money pouring into the district from outside interests and corporate funders should be a concern for any District 10 voter who cares about our neighborhoods' future.

I couldn't run for office without district elections, term limits, public financing, and ranked-choice voting, and I couldn't help cultivate the next generation of diverse leadership for this City without those systems, so I am committed to sustaining them.

Thank you for your time and your commitment to public service. We look forward to seeing you July 2nd.